

Fostering Sustainable Disaster Resilient Communities: A Concept Paper

Abstract

The 2004 Indian Ocean tsunami highlighted the need for disaster risk reduction actions to minimize the harm that can be caused by hazards in general and by rapid-onset, large-scale geographical hazards such as cyclones and tsunamis. In 2006-07 LIRNEasia and Sarvodaya conducted a pilot project to evaluate last-mile hazard information systems in 32 tsunami-affected villages, in the context of Sarvodaya's strategic commitment to make all of their 15,000 villages (around 40% of the total in Sri Lanka) disaster resilient. Based on the research, it was concluded that disaster resilience would require a focus on village organization and an effective melding of communication over time (through contingency planning, training and simulations) and communication over space (using ICTs found to be effective in the pilot project). It is also necessary to have a hazard information hub (HIH) that functions on a 24/7 basis and effective protocols and procedures for its efficient and reliable operation. The planning, training and simulations have to be done on a continuing basis with the trainers returning to each organized village at regular intervals. All this costs money.

Sustainability over the long term requires that the beneficiaries of the resilience activities contribute to the costs. Given the difficulties of obtaining payments for what is essentially a public good, the target has to be lowered to substantial contributions from a subset of beneficiary communities. It is postulated that tourist hotels, which are special kinds of organized communities located amongst villages, are likely to be valuable private-sector partners in a sustainable disaster risk reduction effort. Following adverse publicity generated by the tsunami and other hazards, hotels are also seen to want to reduce disaster risks and to effectively communicate that reduction to potential clients. The proposal seeks to establish the foundation for a sustainable disaster risk-reduction program for Sarvodaya villages and for tourist hotels on the coasts of Sri Lanka that includes the 24/7 operation of the Sarvodaya Hazard Information Hub, the provision of periodic training to first responders and others at Sarvodaya villages and the staff of tourist hotels, the conduct of

periodic drills and simulations, the maintenance of bidirectional communication capabilities between the HIH and the first responders at the villages and hotels as well as among villages and hotels, and the timely and reliable communication of hazard information and help-desk functions.

Further, it outlines a pathbreaking model of disaster risk reduction that is based on partial private funding of the supply of the public goods of warning and preparedness. Lacking working models, funding is sought for a one-year project that will allow the fine-tuning of a model of mixed public-private funded supply of inputs necessary for making communities disaster resilient with a focus on the "last mile" of the warning chain. The proposed project follows immediately upon the large Last-Mile HazInfo Project conducted in 2006-07 by LIRNEasia and Sarvodaya and therefore leverages the considerable findings from that project and uses components such as equipment, training manuals and software developed for that project. Equal emphasis will be placed on communication over time, in the form of training, and communication over space, in the form of ICTs connecting the Hazard Information Hub of the Sarvodaya Community Disaster Management Center (SCDMC) to leaders of organized communities that include both Sarvodaya villages and tourist hotels. Therefore, costs are incremental and start-up time minimal.

In light of the strong public-goods characteristics of all aspects of early warning and some aspects of preparedness, theory tells us that the market will not supply early warning; that government must supply, using tax revenues. However, in conditions where governments have other priorities and/or capacity constraints, it is necessary to identify the parameters of effective private provision of the public goods necessary for making communities disaster resilient (Samarajiva, 2005).

The Need

Sarvodaya has made community capacity building with *grama swarajya* (village self-governance) the central focus of its work over the past 50 years. Largely due to the 2004 Indian Ocean tsunami, Sarvodaya shifted the focus of its disaster work from relief and recovery to that of making communities disaster resilient. Sarvodaya recognizes the

fact that sustainable development cannot occur without a culture of disaster risk reduction. LIRNEasia's pilot project, "Evaluation of Last-Mile Hazard Information Dissemination" (HazInfo), clearly established that making the Sarvodaya Community Disaster Management Centre (SCDMC)'s Hazard Information Hub (HIH) fully operational is an essential element of making Sarvodaya communities disaster resilient. The pilot project also showed that skilled trainers/facilitators are needed to ensure that communities engage in effective preparedness planning, inclusive of periodic simulations and drills. The HIH provides hazard information to communities and is the clearinghouse through which local hazard information reaches Sarvodaya communities. It is key to disaster risk reduction activities within the Sarvodaya system.

While some of the most advanced Sarvodaya communities are adequately resourced through their village self-reliance economic activities, it is unlikely that a comprehensive system that includes the HIH, the connecting technologies and prepared communities can be sustained from community funds alone. In this context, LIRNEasia has identified the tourist hotel industry of Sri Lanka as a key partner whose disaster-resilience requirements can be synergistically addressed as an integral part of the system.

Tourist hotels are scattered across many populated areas of the country, with a significant concentration on the coasts that are vulnerable to cyclones and tsunamis. They have organic relationships with small entrepreneurs and community members who supply various goods and services to tourists and who are constitute the employee pool for the hotels. They are open 24/7 and tend to have reliable energy supplies. The hotels and the surrounding populations can be seen as constituting communities with organizational structures broadly similar to the organized communities represented by Sarvodaya villages.

Hotels are in the business of providing tourism service for profit. The massive publicity given to the 2004 Indian Ocean tsunami worldwide has generated an understandable concern about safety among potential purchasers of the tourism services offered by hotels. To assuage that concern the hotels must not only be prepared to reduce the likelihood of hazards becoming disasters,

but to communicate that preparedness to potential customers in a credible manner.

The relationships among the SCDMC, hotels and associated communities and Sarvodaya villages may be depicted as a mutually reinforcing triangle:

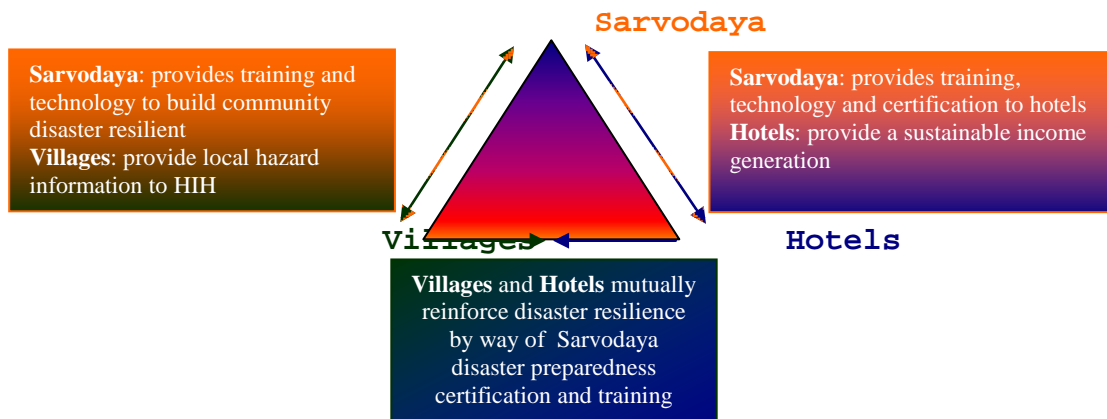


Figure 1: Disaster Resilient Villages and Hotels through Sarvodaya

Not only are the benefits dually beneficial to Sarvodaya villages, but both communities will become disaster resilient. Although certification will be officially for hotels, both the villages and the hotels will benefit from their mutual relationship and with SCDMC the bearer of the Sarvodaya name, an internationally recognized and respected "brand." Specifically, villages will become empowered and hotels will benefit from the "Sarvodaya brand" gracing their advertising material. The multiple revenue streams from villages and hotels will enable 24/7 operation of the SCDMC, the provision and maintenance of the technologies needed to provide hazard information to the communities including hotels and the periodic updating of preparedness plans and the conduct of drills.

LIRNEasia proposes the following:

So as to assist Sarvodaya in reaching its goal of creating disaster resilient villages within its network, the SCDMC through its HIH, created to provide villages at-risk with consistent and reliable hazard information, will design a disaster preparedness hotel certification for hotel staff and management. This certification will

become a sustainable source of income for the HIH allowing for a trained, well-equipped, and vigilant HIH staff capable of providing not only training to hotel employees, but also Sarvodaya villages in a synergistic way. Thereby, Sarvodaya, through providing the Sri Lankan hotel industry a service for a fee, will be well on its way to creating disaster resilient villages. This pilot will enable the HIH to become 24/7 operational and for sustainable operations to commence with a disaster resilient certification.

The HazInfo Pilot and Contributions to Disaster Risk Reduction

Disaster Risk Reduction (DRR) is a systematic approach to identifying, assessing and reducing the risks of disaster. It aims to reduce socio-economic vulnerabilities to disaster as well as dealing with the environmental and other hazards that trigger them. LIRNEasia's HazInfo pilot project contributed significantly to the practice of DRR and by implementing one of the key elements of a disaster resilient community – a *community-based hazard information dissemination system*.

The "Evaluation of Last-Mile Hazard Information Dissemination" (HazInfo) pilot project constitutes the foundation of this proposal. The HazInfo project tested eight configurations of ICTs to connect the HIH to community leaders, and identified the most effective. The combinations of technologies were dubbed "complementary redundancy" since the project recognized that technological limitations exist thus additional backup is necessary to consistent system operations. It also developed procedures for effective HazInfo dissemination by the HIH. The project also found that training for communities, emergency response plan coordinators (ERP-C), and ICT guardians (ICT-G) is indispensable as a tool for sustainable, hazard-conscious communities and HIH workforce. Training cannot be a one-off event; it must be repeated and updated at regular intervals. Yet another crucial finding applicable to this proposal was the importance of community organization for the effectiveness of community-based warning. Sarvodaya organizes communities based on their capacity for self-governance.

Concept of the project

The project was conceived following the completion of the HazInfo pilot at the SCDMC, assessment of its findings and their implications, and informal consultations with hoteliers and related stakeholders. For Sarvodaya villages to become disaster resilient, it will be necessary to ensure that the HIH is 24/7 operational and that a sustainable source of income is generated so that SCDMC strategic plans can be achieved. The hotel industry requires a **reliable, consistent source of hazard information.**

Why Certification?

Certification will enable the hotels to credibly communicate their disaster risk reduction efforts to their clients. In the same way that US communities are motivated and rewarded for risk reduction by being certified as "tsunami ready" by the US National Weather Service (<http://www.tsunamiready.noaa.gov/>), SCDMC certification will motivate and reward Sri Lankan village communities. This certification will also be the basis for sustainable income generation freeing the SCDMC's current dependency upon external donor funding. Certification will involve providing disaster preparedness training to hotel employees (management and staff). The branding and marketing of the certification will add value to the services already provided by the hotels to its clients and assist in attracting business.

Benefits of Certification to Sarvodaya/SCDMC and villages:

1. *Funds to support continued HIH Operations = 24/7* - A rostered, 24/7 HIH will support technologies deployed in the "last-mile" and expansion of community-based early warning systems piloted by HazInfo into other Sarvodaya villages.
2. *Disaster Resilient Villages* - Certification of HIH monitors will make Sarvodaya involvement in village disaster risk reduction more desirable at the "last-mile" and more robust. Villages will be empowered through early warning and disaster risk reduction techniques to meet the stated goals in the SCDMC strategic plan.
3. *Village Training* - Certification will allow for expansion of training to more Sarvodaya villages.
4. *Technology* - Revenue received from certification will allow the SCDMC to maintain working, up-to-

date, integrated technology for use in the "last-mile".

5. *Institutionalization as a Major Role Player in Disaster Risk Reduction* - Development of certification will augment the SCDMC's role as a major contributor to the field of disaster risk reduction, particularly the role of appropriate technologies that can make communities more disaster resilient.

Benefits of Certification to Hotel Community:

1. *Hazard Information* - Hotels will have a reliable source of hazard information with a rostered, 24/7 HIH that can be accessed through reliable, tested media.
2. *Disaster Preparedness Certification* - A professionally-accredited certification that may be advertised to reassure potential hotel guests that it is prepared to deal with a disaster should one affect the hotel and its guests. The expectation is that this certification will help make Sri Lanka hotels more desirable, thereby more economically robust. In the long-term certification may be extended, through partnerships, to other Bay of Bengal countries.
3. *Training of Management and Staff* - Periodic training through programs designed for different categories of personnel in conjunction with the hotel industry to qualify for the SCDMC disaster resilient certification.
4. *Branding & Marketing* - An advertising tool for the hotel community using the name and resources of an internationally recognized and respected institution, Sarvodaya.
5. *Training and / or developing awareness of the certification process, for hotels and related organizations* - Similar training programs conducted for other related stakeholders, such as travel agents, tour operators, airline industry, etc.
6. *Based on success in the hotel sector other entities such as restaurants and shops may be attracted to seek certification.*

Why Sarvodaya?

Sarvodaya is positioned to provide disaster preparedness certification as it has made great leaps towards developing not only a community disaster management

centre but, more importantly, the HIH, which is an innovative hazard information mechanism for a community-based social organization. Once fully operational as per the indications specified earlier, the HIH will be able to monitor, send and receive information on hazards and potential disasters within the Sarvodaya network of villages. In keeping with the community-based model, it will never issue disaster warnings or evacuation orders, which are actions within the jurisdiction of the government. As in the HazInfo pilot for last-mile hazard information dissemination to communities, Sarvodaya will use redundant, robust media to ensure that clear and accurate messages, including government warnings and orders, will be conveyed to its constituent village communities and associated communities such as certified hotels. Once the HIH has the ability to provide knowledge, training and hazard information to the hotel community, it will be better able to do the same for Sarvodaya villages. Many hotels along the coastal belt affect community livelihoods through tourism-based economic benefits. This proposal will help the HIH realize its capacity in this vein, thus better serving the over 15,000 Sri Lankan villages in which Sarvodaya has a presence.

Objectives

The primary objective of this proposal is to achieve 24 hour, 7 days a week operations for the SCDMC HIH *at mid-year of the project period* within the context of making all Sarvodaya communities disaster resilient through implementation of an innovative partnership between the hotel industry and Sarvodaya such that the SCDMC provides training through a certification to hotels on disaster preparedness.

Year 1: Proposed Timeline of Activities

No.	Activity
1	Survey coastal belt hotel requirements for disaster readiness
2	Contact disaster management consultants for expert review of certifications
3	Create HIH personnel training/certification program
4	Recruit consultant to train and certify HIH personnel
5	Develop accreditation and certification fee structure with THASL
6	Compile a comprehensive emergency contacts database [potential Sahana input]
7	Contact Hotel Management School to determine ways in which proposed training could be part of its vocational training programs

Interim Goal	Professional Review of Certification
Interim Goal	HIH Commence training and certification of HIH staff
8	Complete training of HIH staff
9	Development of training manuals (3) (With DM Consultants)
10	Prioritize and identify training modules by type of training (i.e. staff or management) and subject (facility physical requirements) for disaster resilient certification in consultation with accreditation monitor and THASL
Interim Goal	HIH 24/7 Operational
Interim Goal	Hotel Certification set
11	Strategize branding and marketing of certification for hotels (i.e. hotel induction forum)
12	Registration of hotels' employees to commence first management training
Interim Goal	Branding & Marketing of Certification
13	Conduct first hotel management training
14	Conduct first community trainings
15	Have 24/7 HIH Operational status by end of the year
16	Conduct first round of staff trainings by Jan.
Interim Goal	Commencement of Hotel Trainings towards Certification (and Community Trainings)

Duration

The proposed pilot will span a period of 1 year. The intention is that certain elements of the project will be sustainable by the project's midpoint as per the interim goals listed in the timeline above. At mid-year, the HIH will be able to sustain 24/7 operations through their provision of professional training to the hotel industry for disaster preparedness certification.

Deliverables

1. Certification of HIH monitors
2. Emergency Contact Database
3. Disaster Preparedness Hotel Certification
4. Three (3) manuals for disaster resilient hotel certification
 - a. Physical requirements of Hotels
 - b. Staff manual
 - c. Management manual
5. 24/7 Operational HIH

6. Distribution of Java-enabled mobile handsets to villages¹

Expected 5-Year Goals and Objectives

Year	Objectives	Goals
2008	<ol style="list-style-type: none"> 1. Obtain initial international support 2. Obtain HIH accreditation 3. Plan hotel certification modules and identify customers 4. Certify HIH employees 5. HIH = 24/7 operational 6. Identify gaps in village training during hotel surveys (through simultaneous village surveys) 	Accreditation 24/7 Operations at HIH
2009	<ol style="list-style-type: none"> 1. Commence hotel training and certification 2. Explore alternate income sources 3. Discuss use of certification within university/vocational school courses 4. Domestic sustainability of HIH operations 	Preliminary expansion of village training Initial group of hotels certified disaster preparedness Sustained domestic funding for HIH
2010	<ol style="list-style-type: none"> 1. Expand certification to other industries 2. Provide consistent, reliable hazard information to customers through HIH 3. Continue trainings for stakeholders; integrate lessons into village training 	Expansion
2011	<ol style="list-style-type: none"> 1. Develop training regime for villages 2. Expand numbers of HIH personnel (as needed) 	Trainings take on a Village Focus

¹ Precise number of handsets and locations to be determined.

	to fit growing groups of customers	
2012	1. Village and hotel training and certification run concurrently	<p>All Sri Lankan hotels (and related industries) are disaster resilient</p> <p>Select Sarvodaya villages (No. TBD) disaster resilient</p>

Explanation of Deliverables

Professional Accreditation and HIH Staff Certification

For the HIH to command respect for the hotel industry regarding hazard information provision and dissemination, it is imperative that the support and accreditation of a professionals is obtained. Concurrently, HIH staff must be trained and certified to conduct high-quality staff management training leading towards a disaster preparedness hotel certification.

Emergency Contact Database

This database is essential to developing a comprehensive communications strategy not only for the HIH of the SCDMC, but for Sarvodaya as a whole. There is currently no contact database serving Sarvodaya personnel listing Sarvodaya and external contacts. This database will help overcome this information gap and will allow for better external access to hoteliers, travel agents, airlines, government, and other stakeholders who may need to contact Sarvodaya personnel. It may be possible to do this in conjunction with Sahana software.

Disaster Preparedness Hotel Certification

This novel certification will certify that hotels are disaster resilient. The certification will assure potential guests about individual hotel's ability to protect the premises and guests against natural and man-made hazards. The purpose of the certification is to empower hotels to be able to seek reliable and consistent sources of hazard information so as to ensure the safety and comfort of their guests and employees.

Disaster Preparedness Certification Manuals

Three manuals will be developed during the course of this pilot so as to ensure that disaster preparedness hotel certification meets the highest standard. The first will be a list of guidelines for physical requirements of hotels, the second a hotel management training manual, and the last a hotel staff training manual. Each of these manuals should address the specific disaster resilient requirements of the "communities of interest" (in this proposal: villages and hotels) in Sri Lanka.

24/7 Hazard Information Hub (HIH)

The HIH must achieve 24/7 operations so that it can give and receive a constant flow of information on hazards and potential emergencies. The HIH is a crucial component for disaster resilient hotel certification procurement and for the project's sustainability.

Mobile Handset Distribution

Villages who participate in the trainings conducted by way of the disaster resilient certification will receive GSM Java enabled SMS mobile phones (Java phones) with features such as: text alerts in Sinhala, Tamil and English, activate a Java applet so that they may sound an alarm and hotline GSM call-back features. The distribution of these mobile handsets is based upon findings from the HazInfo project. The precise number of handsets distributed will be based upon funding, and the number of villages participating. The WorldSpace AREA device, although found to be a reliable means of downstream hazard information, will not be used due to its high cost. It will need to be adopted by a national early warning system in order to be cost-effective.

Project Partners

LIRNEasia

LIRNEasia is a regional, non-profit ICT policy and regulation capacity-building organization incorporated under the Companies Act of Sri Lanka, No. 17 of 1982, in 2004. LIRNEasia is the Asia Pacific affiliate of LIRNE.NET, collaboration among leading universities in Denmark, the Netherlands, South Africa and the United Kingdom, Latin America and LIRNEasia. At present the International Development Research Centre of Canada is the primary source of funding. Additional information is available at <http://www.lirneasia.net>.

Sarvodaya

Sarvodaya is Sri Lanka's largest and most broadly embedded people's organization, with a network covering 15,000 villages and has been operational for almost 50 years. Sarvodaya started relief & rescue operations within two hours after the Dec 26, 2004 tsunami hit Sri Lanka. Sarvodaya is the country's largest micro-credit organization with a cumulative loan portfolio of over LKR one billion. The total budget of the Sarvodaya Group exceeds USD 5 million; the number of fulltime employees of Sarvodaya and affiliated entities is 1500. Additional information may be obtained at <http://www.sarvodaya.org>.

Tourist Hotels Association of Sri Lanka (THASL)

The Tourist Hotels Association of Sri Lanka (THASL), which has been in existence since 1965, has played a very significant role in the development of the Tourism Industry in Sri Lanka. This has been possible amidst several set backs the Industry has had to face, particularly during the past decade. Over the years, the Association's affairs have been handled by eminent and capable leaders whose pioneering efforts in the field of hoteliering in Sri Lanka have achieved remarkable results.

As the only formal body representing all hotels in Sri Lanka, THASL is represented in all important private sector decision-making forums and is affiliated to the Ceylon Chamber of Commerce. On a regular basis, the Association has ongoing dialogues with the government, regarding establishing policies and formulating development plans for the country's tourism sector.

Appendix 1: Lodging Facility Preparedness Questionnaire

The following questions will guide you through the issues that you will need to address to make a preparation plan for your facility. Answering these questions will essentially produce a preparation plan for the time that a tsunami might strike. Some of the questions will not apply to your facility, and as you go along, you probably will think of other issues that are not addressed in this questionnaire.

General Questions:

1. Is my facility within the inundation zone for a tsunami generated by a distant earthquake (15-20' above mean sea level, the present base of the sea cliffs is generally around 10-14' above mean sea level)? Yes No

2. How long does it take to walk from my facility to an area outside of the tsunami inundation zone?

3. Where is the community-designated assembly area that is closest to my facility?

4. What is the most direct walking evacuation route to the nearest community designated assembly area?

5. Does this route cross any bridges that might be knocked out? Yes No
6. What is an alternative evacuation route, if the most direct route is blocked, or otherwise unusable?
7. If there is no community-designated assembly area near my facility, where is the nearest safe-area where my staff and guests will be told to rendezvous?
8. Does my facility have a radio or television receiver? Yes No
9. Where is it located and how will it be monitored for announcements?
10. If my facility does have a radio, can it be battery-powered? Yes No
11. How will my staff contact me or other managers in case we are away from the facility during the tsunami evacuation?
12. Does my facility have a disaster kit? Yes No
13. What does the kit contain?
14. Where is it located?
15. Is it easily accessible if my facility is within the inundation zone? Yes No
16. Will it be accessible after a tsunami? Yes No

17. What agency is responsible for emergency management in the local area of my facility?
18. What is the contact information for that agency?

Evacuation Questions:

1. Who is in charge of making decisions about an evacuation from my facility?
2. Is the same person/position in charge at night? Yes
No
3. Are there official warning sirens in the area of my facility? Yes No
4. If warning sirens exist, what is the signal for a local tsunami?
5. What is the siren signal for the "all clear" (safe to return)?
6. If warning sirens do not exist, how will I know that a local tsunami may be coming?
7. What other kind of community notification system for a distant tsunami exists for my facility?
8. How do I plan to deal with our responsibility to notify guests that a tsunami (minutes before the tsunami arrives) may be on its way and that they need to evacuate?
9. How will the notification plan for a local tsunami work if:
 - a. The electricity is out?
 - b. The phone system is out?
 - c. It is daytime and most guests are away from the facility?
 - d. It is nighttime and most guests are asleep?

10. How do I expect my staff to handle the evacuation of elderly, disabled, or physically handicapped guests?
11. How do I expect my staff to deal with non-English speaking guests during an evacuation?

Staff Evacuation Responsibility Questions:

1. Do my staff members know how to protect themselves during a major earthquake followed by a tsunami?
Yes No
2. How do I plan to communicate information about earthquake and tsunami personal preparedness to my employees?
3. Is my staff trained in the way that I want them to react to a tsunami evacuation in terms of my facility and guests? Yes No
4. How often does that training occur, and what form does it take?
5. Do I expect all my staff members to stay at the facility until all of the guests are evacuated? Yes
No
6. If all of my staff members are not expected to stay, then who is expected to stay?
7. When will I allow my staff members to seek out their family members and determine their safety?
8. How will staff be able to contact family members?
9. What tasks do I want my staff to perform during an evacuation?
 - a. First priority?
 - b. Second priority?
10. Which of my employees are trained in CPR and first aid?

11. Does my staff know the locations of the main turn-off valves and switches for the gas, electricity, and water services? Yes No
12. Who will be responsible for turning off the gas, electricity and water?
13. Where have I posted, for my staff, the contact information for the local emergency management agency?

Guest Preparedness Questions

1. What information will I provide to my guests about general personal tsunami preparedness and evacuation?
2. What information will I provide to my guests about a tsunami evacuation from my facility?
 - a. What form will this information take?
 - b. How will I provide information to non-English speaking guests?

Business Preparedness Questions

1. Do my staff members have a procedure for taking the guest registration information to the assembly area during an evacuation? Yes No
 - a. If yes, what is the procedure and who is responsible?
2. Do my staff members have a secure way to take the money receipts and guest credit card information along to the assembly area during an evacuation? Yes No
 - a. If yes, what is the procedure and who is responsible?
3. What is my insurance coverage?

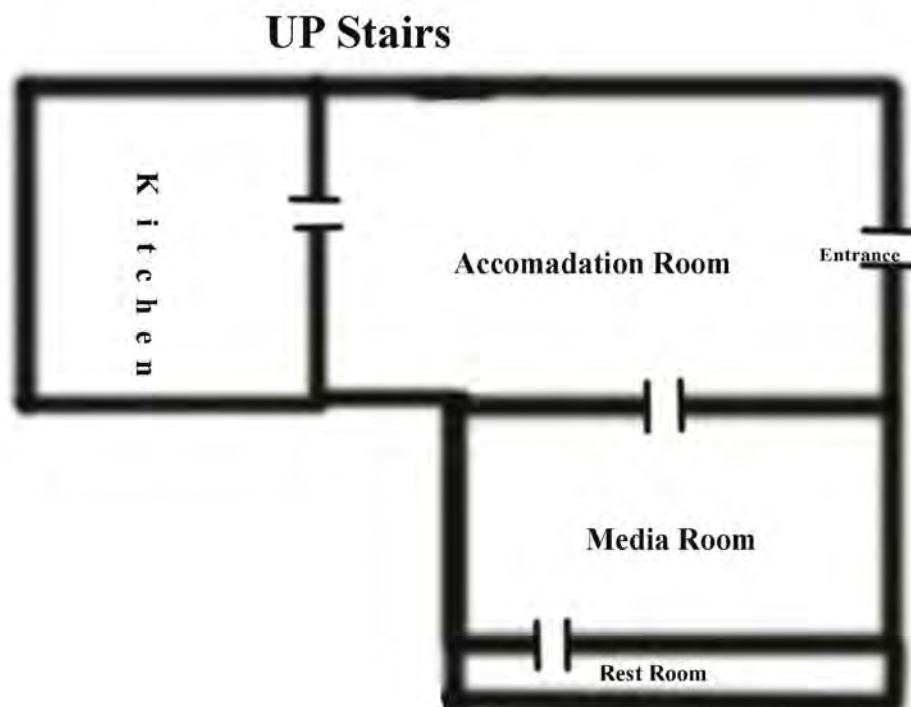
4. Where is information kept about my insurance coverage?
5. Do I have a way to record the damage to the facility for documentation in later insurance claims? Yes
No
6. What is it and where is it located?
7. Do I have a list of my principal suppliers? Yes No
8. Which suppliers are within the inundation zone?
9. What alternative suppliers are available?
10. Do I have a back-up plan for my business files and records? Yes No
11. Are those backup files and records presently kept within the inundation zone? Yes No
12. What are alternative storage sites?
13. What pieces of machinery and computer equipment are essential to the smooth operation of my business?
14. What is my back-up plan for the repair or replacement of any damaged equipment?

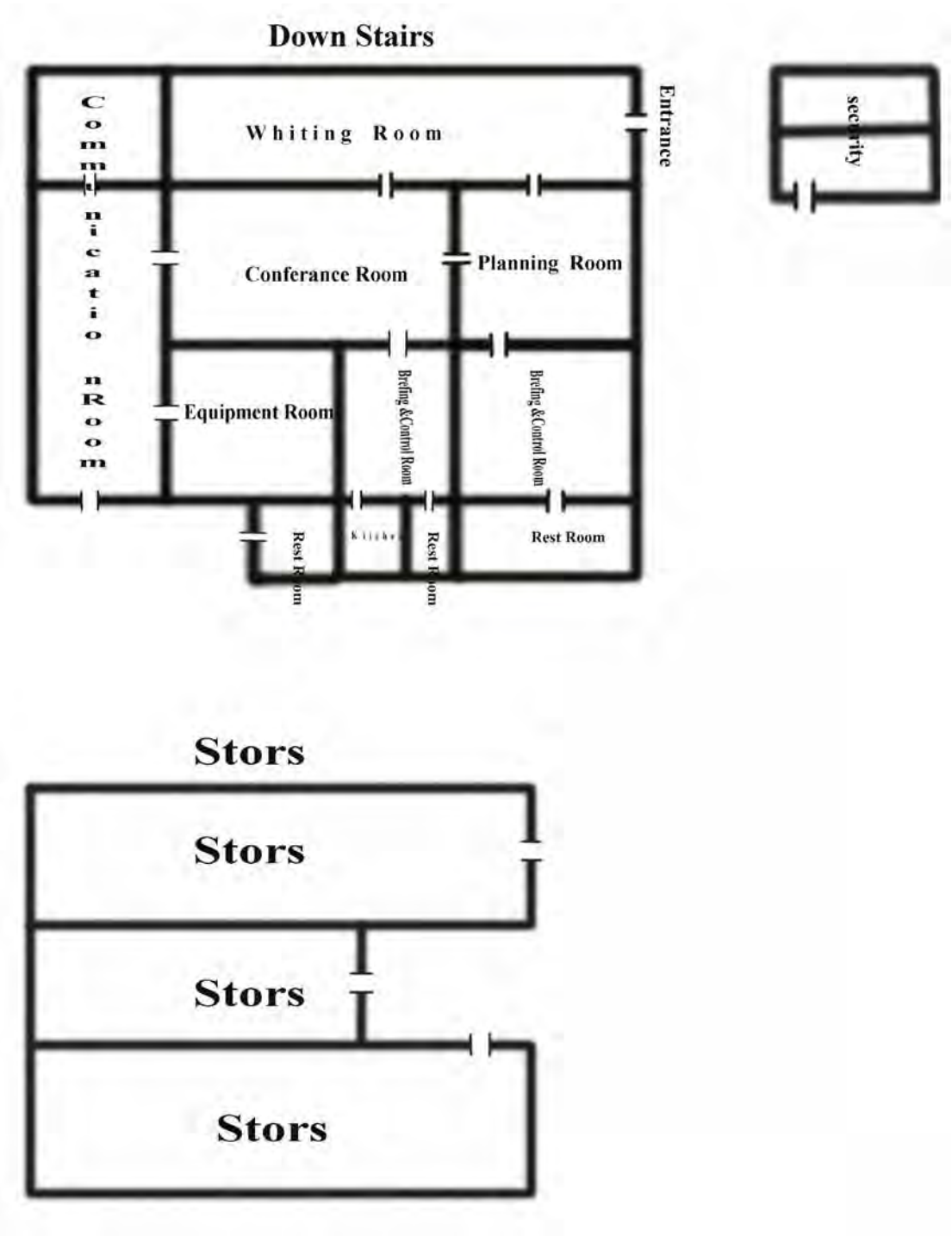
Post-Disaster Questions

1. How do I find out if the "all clear" has been given and the danger of more tsunamis is past?
2. How will I get an assessment of the structural damage to my facility?
3. What is the procedure to account for all registered guests after an evacuation?
4. What actions will my staff take regarding guests who are not accounted for?

5. How will I keep guests and staff from re-entering an unsafe structure to retrieve their belongings?
6. What alternative lodging arrangements might be available for my guests if my facility is no longer safe?
7. How will I tell my guests about alternative arrangements, and who will pay for those arrangements?
8. How will guests be able to contact friends and family members outside the hotel complex?
9. How will I handle refunds for guests who cut their stay short?
10. How will I get in touch with employees to come in and help with the disaster relief?
11. Do I expect my staff to help with search and rescue efforts within my facility? Yes No
12. Where are extrication tools stored?
13. Do I plan to stockpile supplies for use during the period immediately following the disaster? Yes No
14. What are those supplies and where will they be stored?
15. Who will know about the stored items and how to access them?
16. What agencies will be available to help me with my post-disaster problems?
17. What are the contact numbers of those agencies?

**Appendix 2: Sarvodaya Community Disaster Management
Centre (SCDMC) Ground Plans**





Appendix 3: Brief Assessment of Currently Available Resources at the Sarvodaya Community Disaster Management Centre (SCDMC)

Human Resource Personnel

Designation	Project
Project Director	N/A
Senior Project Manager	SRTAC/ JICA/ ADRRN
Senior Project Manager	PROMISE (ADPC)
Centre Coordinator	LMHWS
Radio Operator	LMHWS
Field Coordinator (For IT Development)	SRTAC
Field Coordinator (For Bio Shields)	SRTAC
Office assistant	(Volunteer)

Other than above all District Coordinators and Village Information Center Operators appointed by Sarvodaya in those Districts and Villages where DM Projects are functioning, coordinate with SCDMC and work accordingly. District/peripheral staff report to District Centers and Sarvodaya Head Office (SCDMC).

Note: As proposed in the EOC plan, during emergencies and according to the magnitude of such emergencies, respective Sarvodaya Departments will coordinate with SCDMC in such activities (i.e. Transport Division, Information Technology Division, Community Health Division). Similar collaboration is expected in those activities proposed for sustainability of SCDMC.

Office Space

Two story Building: Ground floor - 4800 sq. ft., Upper floor - 2400 sq. ft. Store - 500 sq. ft. Nearly 60 perch land. Office, named as "Samana Theta" (meaning - attempt to relief) is situated about (150 m) from Colombo - Gall main road, facing a by lane (Rawathawatta Road) which leads to the Sarvodaya Head office.

Office Furniture and Fixtures	In SCDMC	Distributed to Communities
Book Cupboard	3	0
Book Rack	5	0
White Board	4	0
Panel Board	1	0
Office Chairs	14	0

Office Table	6	0
Computer Chair	2	0
Computer Table	3	0
Executive Chairs	1	0
Conference Table	1	0
Visitors Chairs	4	0
Projector Screen	1	0
Flip Chart board	2	0
Electric Items		
Digital Camera	1	4
Photo Copier	1	4
Projector	2	0
Video Camera	1	0
Desktop Computers	3	16
Laptop Computer	5	2
Printer	4	16
UPS	4	16
Speaker Sets	2	1
Flash Drive	3	0
Portable Hard disk	1	0
Scanner	2	4
World Space Receiver	1	0
Solar Panel (USL)	1	0
Battery with charger	1	0
Air Conditioner	1	0
MP3 voice recorder	1	1
Rechargeable Portable Lamps	25	N/A
Generators (small scale)	25	N/A
Communication Equipment		
CDMA phone SLT	2	13
Satellite Phone	2	0
Remote Alarm Device	4	1
Mobile Phone	3	9
Satellite Charger	2	0
Nokia Charger	3	0
Addressable Satellite Radio	9	44